



STATE OF WASHINGTON
OFFICE OF THE STATE HUMAN RESOURCES DIRECTOR

DIRECTOR'S REVIEW PROGRAM
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November 20, 2012

TO: Darryl Sclater, Administrative Officer
Pacific Northwest Newspaper Guild

FROM: Teresa Parsons, SPHR
Director's Review Program Supervisor

SUBJECT: Paul Gisi v. Department of Enterprise Services (DES)
Allocation Review Request ALLO-11-102

On April 4, 2012, I conducted a Director's review conference regarding the allocation of Paul Gisi's position. Present during the Director's review conference were Paul Gisi; Yoko Kuramoto-Eidsmoe, Pacific Northwest Newspaper Guild, Communication Workers of America (CWA) 37082; Tony Brown, Human Resources Consultant DES; and Terry Wilson, Human Resources Manager, DES. At the conference, Ms. Kuramoto-Eidsmoe and DES agreed to go back and review Mr. Gisi's position. Subsequent to the conference, you became Mr. Gisi's representative.

On October 4, 2012, I had a telephone conference with you and Mr. Brown, and we determined I would continue with my review of Mr. Gisi's position, based on the duties assigned on October 1, 2011, separate from any subsequent review by DES.

Director's Determination

The Director's review was based on a review of the Position Description Form (PDF) describing Mr. Gisi's duties and responsibilities on October 1, 2011. As the Director's designee, I carefully considered the written documents in the file. Based on my review and analysis of Mr. Gisi's assigned duties and responsibilities, I conclude the Graphic Designer Senior class provides the best fit overall, based on the existing job classes. Therefore, his position should be reallocated to that class.

Background

On October 1, 2011, the former Department of Printing consolidated with other agencies into the newly created DES as a result of Engrossed Substitute Senate Bill 5931. Therefore, the

Department of Printing and its classification system ceased to exist on September 30, 2011. As a result, Mr. Gisi's position, which had previously been allocated as an Assistant Prepress Supervisor was placed into the Washington General Service (WGS) classification system. Because the WGS classification plan does not include the specific job classes previously used by the Department of Printing, DES allocated the employees' positions to an existing WGS job class on a best fit basis. In addition, DES Y-rated Mr. Gisi's salary pursuant to Article 40.4 of the Collective Bargaining Agreement between the State of Washington and the Coalition, including CWA 37082 (Exhibit 2).

On October 20, 2011, Mr. Gisi requested a Director's review of DES's allocation decision (Exhibit 1).

Summary of Mr. Gisi's Perspective

Mr. Gisi asserts he performs complex technology related tasks such as outputting files from postscript applications, scanning, ripping, trapping, imposition, proofing, and digital plating. Mr. Gisi indicates that many of the images coming into the print shop from customers are already in a digital design file, but he needs to ensure the images are correctly integrated into the design application. He explained that "ripping and trapping" involves separating the image into four colors and ensuring it is positioned correctly for four-color plates. Imposition involves placing images onto individual sheets for printing.

Proofing includes providing an image to the customer for approval before the final stage of prepress, which is digital plating. Mr. Gisi works with the customer service representatives and at times directly with the customer. He backs up the Prepress/Design Services Manager and serves as a lead in Prepress. Mr. Gisi states that he works with both PCs and Mac computers, which have been loaded with a variety of design software. He states that he has rebuilt systems on Mac computers and that he troubleshoots, reinstalls, and updates software as needed. Mr. Gisi contends the Copy Center Lead classification does not align with the complexity and skill level required of his position.

Summary of DES's Reasoning

DES acknowledges the existing general government job classes may not provide a perfect fit for the unique functions assigned to employees working in the print shop. DES indicates Mr. Gisi's position was allocated to the Copy Center Lead classification based on the available class specifications within the general government classification system but agrees there may be a better class for his specific duties and responsibilities.

Rationale for Director's Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

Duties and Responsibilities

The Position Description form for Mr. Gisi's position describes the position objective as follows (Exhibit 3):

The Assistant Prepress Supervisor assists the Prepress/Design Services Manager with proof-to-client coordination, providing internal and external customer service, leads and directs staff in production scheduling and daily troubleshooting. This position must meet tight deadlines while outputting files from Postscript applications, scanning, ripping, trapping, imposition, proofing, and digital plating.

The following summarizes the majority of duties assigned to Mr. Gisi's position:

- 60% Outputting files from Postscript applications, scanning, ripping, trapping, imposition, proofing, and digital plating.
- 25% Assist Prepress Manager with proof-to-client coordination, providing internal and external customer service, lead and direct staff in production scheduling and daily troubleshooting.

Other duties include retrieving customer files from digital archives; performing pre-flight of customer files for file integrity, printability and accuracy; assembling electronic layouts; and maintaining the calibration and quality levels of high-end output devices.

During the Director's review conference, Mr. Gisi explained that he works with a variety of software programs and manipulates files received from customers to be compatible with those used for the printing presses. When digital files come in from customers, they often need to be adjusted, for example, from RGB (red, green, blue) to a four-color set up. Images go through a "ripping" process (form of digitalizing) and "rastering" (separating image into four colors) so they will translate correctly. Files need to be reconfigured to fit analog equipment. Trapping occurs on jobs with multiple colors, which may require manual "drawing" between colors to ensure there is no white space between two colors. Imposition includes determining how images will transfer to the paper, which may involve changing perimeters to make images fit. While programs can be set to automatically perform some of these functions, Mr. Gisi's position has to review each image and perform a lot of manipulations to ensure the images are correct prior to creating plates for production.

Class Specifications

When comparing the assignment of work and level of responsibility to the available class specifications, the class series concept (if one exists) followed by definition and distinguishing characteristics are primary considerations. While examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within a classification.

The **Copy Center Lead** definition states that positions "[p]rovide copy service through the coordination of activities at assigned copy center(s)."

The Copy Center Lead distinguishing characteristics read as follows:

Under general direction, responsible for daily operations of assigned copy center(s) each producing 200,000 or more copies per month. Receive, prioritize and process work orders; resolve production conflicts; maintain production and cash sales records; prepare materials for billings and perform routine equipment maintenance. Regularly assign, instruct and check the work of others; assist in performance evaluation of others.

A level - Coordinate daily operations of a single copy center.

B level- Coordinate daily operations of two or more copy centers.

Mr. Gisi's position is assigned to Prepress, not a copy center. Therefore, allocation to the Copy Center Lead classes is not the best option.

The class series concept for the **Information Technology Specialist** series reads as follows:

Positions in this category perform professional information technology systems and/or applications support for client applications, databases, computer hardware and software products, network infrastructure equipment, or telecommunications software or hardware.

This category broadly describes positions in one or more information technology disciplines such as: Application Development And Maintenance, Application Testing, Capacity Planning, Business Analysis and/or Process Re-Engineering, Data Base Design And Maintenance, Data Communications, Disaster Recovery/Data Security, Distributed Systems/LAN/WAN/PC, Hardware Management And Support, Network Operations, Production Control, Quality Assurance, IT Project Management, Systems Software, Web Development, or Voice Communications.

Positions which perform information technology-related work to accomplish tasks but are non-technical in nature would not be included in this occupational category.

While Mr. Gisi does work with client files and manipulate them to fit design software, the primary thrust of his position is not to support information technology systems or applications. The primary focus of his position is to prepare digital files for computer to plate output to be used on printing presses in production. Therefore, the Information Technology Specialist class series is not the best fit for Mr. Gisi's assigned duties and responsibilities.

I also reviewed the **Information Technology Data Processor** classes (IT Data Processor 1 – 3 and Lead). In summary, these classes involve data input, including scheduling, staging, and coding information for use on a computer. They include data control, preparation and distribution of computer input/output for production jobs. Although Mr. Gisi's position prepares digital files for transfer to plates used in production, the overall focus of his position is not data processing. Rather, there is a design component in ensuring the layout and design of graphic images submitted electronically from customers are set up correctly so that plates can be created for use on printing presses. The work Mr. Gisi performs extends beyond data

processing. Therefore, the Information Technology Data Processor classes do not encompass the full scope of responsibility and graphic design elements assigned to his position.

The **Graphic Designer Senior definition** states the position “[d]irects, designs, develops, and coordinates the production of a variety of graphic projects for research, publication, instructional use or media presentation.”

The Graphic Designer Senior distinguishing characteristics include the following:

This is the senior level Graphic Designer. Under general direction, positions either 1) regularly assign, instruct, and check the work of others; and coordinate the design, development and production of a wide variety of projects using a variety of media; OR 2) have delegated authority in performing a majority of the following elements: developing a project budget, implementing and ensuring compliance with design standards, accepting or declining a requested project, and providing consultation and advice to management on graphic projects.

Mr. Gisi's PDF describes his position as the Assistant Prepress Supervisor, leading and directing staff in production scheduling and daily troubleshooting in prepress operations. This includes preparing graphic images as part of the digital plating process, which are transferred to hard copy plates and used on the printing presses during production. An integral part of Mr. Gisi's job is to coordinate the design and development of the digital images used as the templates for a variety of print jobs. While not a perfect fit, Mr. Gisi's duties and responsibilities closely align with the overall scope and level of work described in the Graphic Designer Senior job class.

In addition, the following examples of work lend support to the scope and level of responsibility assigned to Mr. Gisi's position:

- Conceptualizes, designs and produces graphic projects such as publications, logos, advertisements, maps . . . and other illustrative materials;
- Illustrates an unlimited range of subject matter in a wide variety of media including computer graphics . . .
- Consults with managers and staff on graphic projects, programs . . .
- Develops, trains, and explains to department staff the effective use of graphic designs and production costs; offers ideas, suggestions and information on techniques, content, and format;
- Conceives, designs, edits, and produces organization-wide informational materials . . .
- Produces complex, computer-generated multi-page photomechanical art or separations for black and white, and color reproduction, using graphic design software for page layout, illustration, and photo manipulation (not word processing software);
- Accomplishes typographic compositions, conversions and manipulations of photographs and illustrations, using a variety of reprographic techniques, computer software, and materials;
- Ensures adherence to production schedules, quality standards, and project specifications;
- Develops and ensures compliance with organization design standards . . .
- May supervise or direct the work of others.

In Salsberry v. Washington State Parks and Recreation Commission, PRB Case No. R-ALLO-06-013 (2007), the Personnel Resources Board addressed the concept of best fit. The Board concurred with the former Personnel Appeals Board's conclusion that while the appellant's duties and responsibilities did not encompass the full breadth of the duties and responsibilities described by the classification to which his position was allocated, on a best fit basis, the classification best described the level, scope and diversity of the overall duties and responsibilities of his position. Allegri v. Washington State University, PAB Case No. ALLO-96-0026 (1998).

The overall focus of Mr. Gisi's position and the scope and level of responsibility assigned to his position best align with the Graphic Designer Senior class specification, and his position should be reallocated to that class.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, Washington, 98504-0911. The main telephone number is (360) 664-0388, and the fax number is (360) 586-4694.

If either party plans to hand-deliver an appeal to the PRB, please call the above number for details. The PRB Office is currently located at 521 Capitol Way South, Olympia.

However, on or around **November 26, 2012, PRB staff will move to a new location in the Insurance Building on the Capitol Campus, 302 – 14th Avenue S.W., 4th Floor, Olympia, Washington.**

If no further action is taken, the Director's determination becomes final.

c: Paul Gisi
Tony Brown, DES
Lisa Skriletz, OSHRD

Enclosure: List of Exhibits

Paul Gisi v. DES
ALLO-11-102

List of Exhibits

1. Request for Director's Review, received October 20, 2011
2. October 1, 2011 reallocation decision letter from DES
3. Position Description Form in effect on October 1, 2011
4. Copy Center Lead A Class Specification 206L
5. Copy Center Lead B Class Specification 206M
6. Information Technology Specialist Class Series Concept
7. Information Technology Data Processor 1 Class Specification 480F
8. Information Technology Data Processor 2 Class Specification 480G
9. Information Technology Data Processor 3 Class Specification 480H
10. Information Technology Data Processor Lead Class Specification 480I
11. Graphic Designer Senior Class Specification 198G